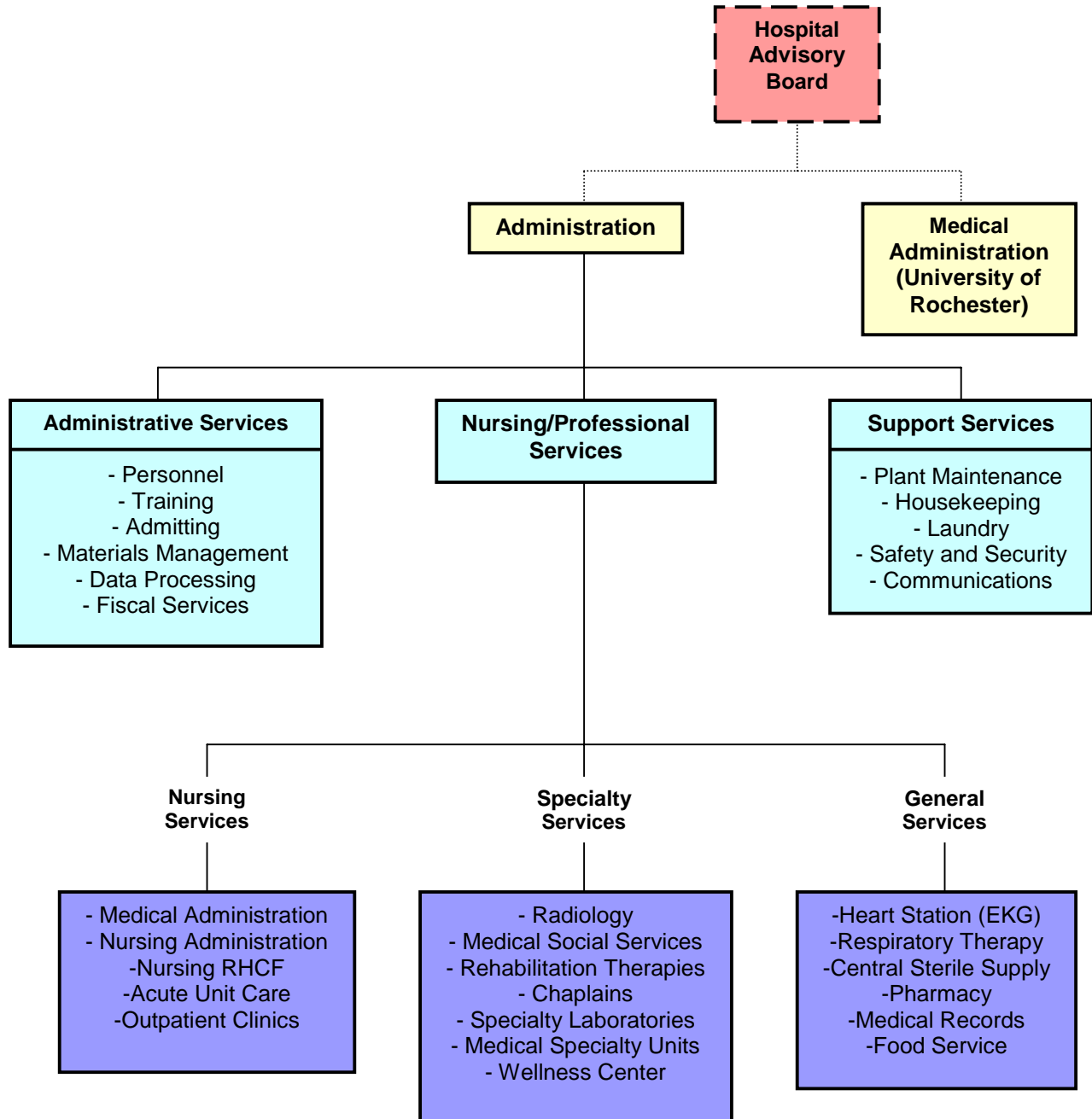
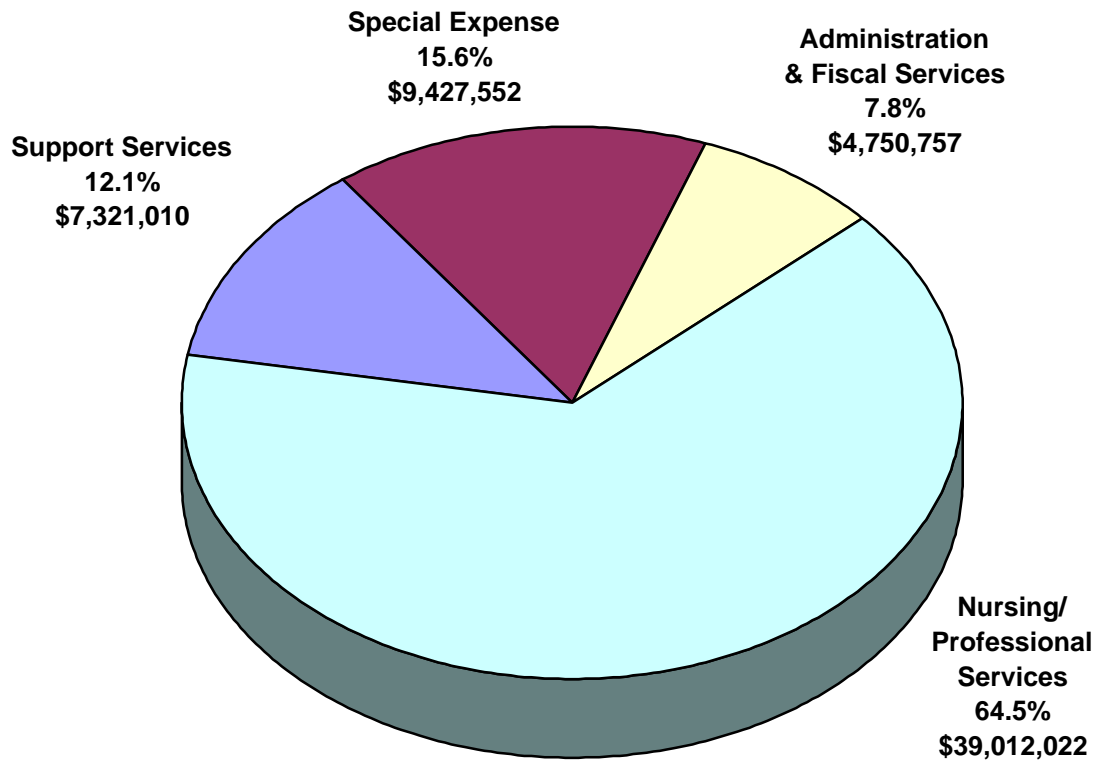


MONROE COMMUNITY HOSPITAL (062)



MONROE COMMUNITY HOSPITAL

2003 Budget - \$60,511,341



NET COUNTY SUPPORT

\$0

DEPARTMENT: Monroe Community Hospital (062)

DEPARTMENT DESCRIPTION

Monroe Community Hospital (MCH) provides multi-disciplinary services for the extended care and treatment of the aged and chronically ill patient. The primary mission of the facility is to provide high-quality, comprehensive patient-centered care with the emphasis on functional restoration. Physicians and dental staff are provided for the hospital by a medical affiliation contract with the University of Rochester.

Patients are assessed prior to admission and periodically after admission to determine the nursing/rehabilitation services they require. The 566 bed Residential Health Care Facility (RHCF) attends to all levels of residents' needs.

STRATEGIC FRAMEWORK

Mission

Monroe Community Hospital is a health care organization that provides specialized long-term care for the most medically complex cases, serving as a unique and vital part of the healthcare system.

Key Result Areas

Customer Satisfaction: Our customers are satisfied with the quality of services they receive and are confident in our ability to meet their needs.

Productive Workforce: Monroe Community Hospital will employ, train and empower a skilled workforce to meet our customer needs.

Quality Services: Monroe Community Hospital will provide excellent quality of service to its internal and external customers.

Fiscal Responsibility: Monroe Community Hospital will operate in the most efficient manner in the performance of its mission.

Key Result Measures

Customer Satisfaction: Periodic customer surveys are reviewed by administrative staff and appropriate actions are taken to enhance customer satisfaction.

Productive Workforce: The administration monitors employee turnover rates and categories on a monthly basis.

Fiscal Responsibility: Patient occupancy rates and acuity levels are monitored on a monthly basis to maintain maximum reimbursements.

2002 Major Accomplishments

- Successfully re-opened the Acute Services Unit at Monroe Community Hospital
- Finalized the Affiliation Agreement for Medical Services with the University of Rochester
- Maintained Facility Compliance with the State Health Department Survey Process
- Opened and dedicated the Alzheimer's Garden
- Maintained an occupancy level over 98%
- Opened and dedicated a new Resident Gift Shop

2003 Major Objectives

- Maintain a level and consistent occupancy for the various programs at Monroe Community Hospital

- Strive to meet the Survey Criteria for the New York State Department of Health
- Continue to market and expand the service level of the Wellness Center and the various programs associated with the Center
- Maintain an occupancy of 98% in our Long Term Care Unit
- Operate and fully utilize the Acute services at Monroe Community Hospital

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations by Division</u>		
Administration/Fiscal Services	4,084,633	4,750,757
Nursing/Professional Services	34,238,789	39,012,022
Support Services	5,912,002	7,321,010
Special Expense*	10,249,262	9,427,552
Total	54,484,686	60,511,341
<u>Appropriations by Object</u>		
Personal Services	24,238,188	25,513,932
Expenses	4,921,237	7,839,590
U of R Medical Affiliation Contract	1,100,047	1,446,275
Supplies and Materials	4,768,662	4,963,436
Depreciation	5,700,000	5,500,000
Debt Service	2,000,000	1,844,314
Employee Benefits	9,307,290	11,420,556
Interfund Transfers	2,449,262	1,983,238
Total	54,484,686	60,511,341
<u>Revenue</u>		
Medicaid	40,222,097	46,659,955
Medicare	5,558,759	4,939,738
Private Insurance/Other	3,681,954	4,073,707
Intergovernmental Transfer (IGT)	3,496,412	3,052,741
Other Revenues	1,525,464	1,785,200
Total	54,484,686	60,511,341
<u>Net County Support</u>	0	0

*Special Expense includes depreciation, interest expense, interfund transfers and reserve for bad debt.

BUDGET HIGHLIGHTS

Personal Services and **Employee Benefits** appropriations have increased to match current operational costs. Also included are cost savings from a reorganization of Engineer titles and increased rates for medical benefits and retirement. **Expenses** includes \$3 million for the new Nursing Home Assessment Tax. The U of R Medical Affiliation contract decreased from \$1.6 million to \$1.4 million, the \$1.1 goal noted in 2002 was not achieved. **Supplies and Materials** includes continuation of rising costs for prescription medicines. **Interfund Transfers** decreases based on lower costs for the IOLA Powerhouse.

Revenue reflects a 12.7% decrease in **Intergovernmental Transfers (IGT)** revenue due to federal phase down of the program. The budget does not include a contribution from the general fund. **Revenue** also increases based on daily reimbursement rates.

DEPARTMENT: Monroe Community Hospital
DIVISION: Administrative/Fiscal Services

DIVISION DESCRIPTION

Administrative and financial management of the Hospital is the primary responsibility of the Administrative/Fiscal Services division. This division directs personnel and training programs, maintains patient information, performs admission and discharge functions and operates the Hospital's management information systems. Other responsibilities include patient billing, reimbursement analysis, purchasing, and the storing and issuing of supplies and equipment.

This division is also responsible for developing Hospital goals in conjunction with the medical staff and other health care providers to meet present and future needs of the community and to ensure the quality of life for Hospital residents.

Administrative priorities in 2003 include: 1) continued operation of the Acute Unit; 2) continue implementation of a Quality Improvement Approach towards Patient Care and Services; 3) develop realistic staffing patterns to safely deliver care; 4) continue to offer quality programs to our residents and the community; and 5) maintain a Corporate Compliance Program.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	2,251,573	2,243,888
Expenses	826,469	1,326,741
Supplies and Materials	149,660	146,967
Employee Benefits	856,931	1,033,161
Total	4,084,633	4,750,757

BUDGET HIGHLIGHTS

***Appropriations** reflect this division's share of overall operational costs. The increase in **Expenses** reflects this division's share of the Nursing Home Assessment Tax. **Employee Benefits** includes increased rates for medical benefits and retirement.*

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
Applications for Admissions Processed:			
Residential Health Care Facility (RHCF)	2,300	2,250	2,400
Admissions:			
Residential Health Care Facility (RHCF)	767	726	760
Acute	0	30	150

DEPARTMENT: Monroe Community Hospital
DIVISION: Nursing/Professional Services

DIVISION DESCRIPTION

Nursing and other direct services to patients are provided through this division. Additional responsibilities include directing and organizing the nursing staff in carrying out supportive and restorative nursing care; operating the acute care unit, the residential health care facilities, outpatient clinic and rehabilitation programs; and developing ongoing training programs for all nursing staff.

Other activities included in this division are:

- Cardiac Consultation and Specialized Diagnostic Testing
- Respiratory Therapies
- Rehabilitation Therapies
- X-Ray Services
- Laboratory Services
- Pharmacy Services
- Medical Social Services
- Medical Records Management
- Medical Specialty Units
- Religious Services
- Food Service Operations
- Wellness Center

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	19,506,501	20,932,021
Expenses	3,085,881	4,634,158
Supplies and Materials	4,144,102	4,350,113
Employee Benefits	7,502,305	9,095,730
Total	34,238,789	39,012,022

BUDGET HIGHLIGHTS

Appropriations reflect this division's share of overall operational costs. **Personal Services** appropriations have increased to match current operational costs. **Employee Benefits** includes increased rates for medical benefits and retirement. **Expenses** reflects an increase in the U of R medical affiliation contract from the 2002 budgeted amount. The contract was decreased from \$1.6 million to \$1.4 million, however the 2002 budget had projected a larger decrease which was not realized. **Expenses** also includes this division's share of the Nursing Home Assessment Tax. **Supplies and Materials** reflects the rising cost of prescription medicines.

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
Outpatient Clinic Visits	7,482	7,500	7,500
Average Patients Cared for Daily:			
Residential Health Care Facility (RHCF)	554	554	554
Acute	0	2*	4
Average Nursing Care Hours Per Patient Per 24-Hour Period:			
Residential Health Care Facility (RHCF)	3.4	3.4	3.4
Acute	0	3.4	3.4
Drug Items Issued:			
Residential Health Care Facility (RHCF)	545,000	545,000	545,000
Acute	0	1,000	4,000
Lab Specimens Sent for Testing:			
Residential Health Care Facility (RHCF)	30,898	31,000	31,500
Acute	0	50	225
Meals Served:			
Patient	606,273	608,878	608,878
Cafeteria	94,002	100,000	102,600
Other	5,766	5,800	5,800
Total	706,041	714,678	720,154
Wellness Center			
Total Visits	39,150	42,000	45,000

* Represents start up period from September to December

DEPARTMENT: Monroe Community Hospital
DIVISION: Support Services

DIVISION DESCRIPTION

Support Services provides buildings and grounds maintenance, environmental, laundry, safety and security, and communications services essential to the operations of the Hospital. Support Services ensures that the physical complex is maintained in a safe, clean and code-compliant manner and that adequate communications are maintained for the facility.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	2,480,114	2,338,023
Expenses	2,008,934	3,224,966
Supplies and Materials	474,900	466,356
Employee Benefits	948,054	1,291,665
Total	5,912,002	7,321,010

BUDGET HIGHLIGHTS

Appropriations reflect this division's share of overall operational costs. **Personal Services** appropriations have decreased based on a reorganization of Engineer titles. **Expenses** includes this division's share of the Nursing Home Assessment Tax. **Employee Benefits** includes increased rates for medical benefits and retirement.

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
Hours of Maintenance Service Provided:			
Emergency and Routine Repair	21,090	21,090	21,090
Preventive Maintenance	6,670	6,670	6,670
Code Compliance	2,790	2,790	2,790
Energy Conservation	3,280	3,280	3,280
Grounds Upkeep	4,700	4,700	4,700
Remodeling	9,450	9,450	9,450
HVAC	6,670	6,670	6,670
Total	54,650	54,650	54,650
Pounds of Linen Processed:			
Residential Health Care Facility (RHCF)	2,750,793	2,760,000	2,760,000
Acute	0	4,000	20,000
Other	51,562	54,000	60,000
Total	2,802,355	2,814,000	2,840,000
General Services Area	27,244	28,000	28,000
Patient Area	66,694	67,000	67,000
Total	93,938	95,000	95,000
Communications:			
Phone Calls	400,000	400,000	400,000
Pieces of Mail	55,000	55,000	55,000

DEPARTMENT: Monroe Community Hospital
DIVISION: Special Expense

DIVISION DESCRIPTION

Appropriations listed in the Special Expense division include: 1) Reserve for Bad Debt to cover uncollectible patient bills; 2) Depreciation expense for the Hospital plant and major equipment; 3) Interest Expense to reflect the borrowings for Hospital additions and renovations accomplished in prior years; and 4) Interfund Transfers which include Iola Powerhouse charges for steam used by the Hospital, and services provided to the Hospital by County staff departments such as Law, Human Resources and Finance.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Reserve for Bad Debt	100,000	100,000
Depreciation	5,700,000	5,500,000
Interest Expense	2,000,000	1,844,314
Interfund Transfers	2,449,262	1,983,238
Total	10,249,262	9,427,552

BUDGET HIGHLIGHTS

Appropriations for the Special Expense division include all debt service, interfund and departmental transfers, and a bad debt reserve for all divisions in MCH. Changes in **Depreciation** and **Interest Expense** reflect current schedules. **Interfund Transfers** decreases based on lower costs for the IOLA Powerhouse.

STAFF

<u>Total</u>	<u>Title</u> Full Time	<u>Group</u>
1	Executive Health Director	27
1	Deputy Director-Monroe Community Hospital	22
1	Hospital Finance Administrator	21
1	Nursing Administrator	21
1	Chief Pharmacist	20
1	Assistant Director/Patient Services	19
2	Assistant Administrator/Nursing Services	18
3	Pharmacist	18
1	Rehabilitation Director-MCH	18
1	Assistant Hospital Finance Administrator	17
1	Medical Social Services Manager	17
1	Network Administrator I	16
4	Occupational Therapist	16
4	Physical Therapist	16
2	Speech Pathologist	16
1	Associate Personnel Analyst	15
1	Cardiopulmonary Services Manager	15
1	Director of Resident Programs	15
1	Hospital Development Director	15
1	Hospital Reimbursement Coordinator	15
1	Materials Manager	15
1	Senior Communications Assistant	15
1	Supervising Accountant	15
1	Systems Programmer	15
2	Clinical Instructor	14
1	Infection Control Nurse	14
1	Medical Records Coordinator	14
6	Nursing Supervisor	14
1	Patient Accounting Manager	14
1	Prospective Payment System Case Manager	14
1	Supervisor of Environmental Services	14
1	Senior Medical Social Worker	56
1	Admitting Coordinator	13
16	Nurse Manager	13
1	Senior Accountant	13
2	Senior Respiratory Care Practitioner	13
1	Supervisor of Safety and Security	13
1	HVAC Service Engineer	93
8	Medical Social Worker	55
1	Executive Secretary to Director-MCH	12
1	Personnel Technician	12
1	Supervisor of Laundry	12
1	Supervisor Volunteer-Patient Services	12
1	Unit Manager	12
49	Registered Nurse	11
2	Respiratory Care Practitioner	11
1	Senior Physical Therapy Assistant	11
1	Supervising Stock Clerk	11
1	Assistant Supervisor of Safety & Security	10
2	Maintenance Mechanic Grade 1	10

<u>Total</u>	<u>Title</u>	<u>Group</u>
1	Network Administrator IV	10
2	Occupational Therapy Assistant	10
1	Physical Therapy Assistant	10
1	Supervising Cook	10
1	Telecommunications Manager	10
1	Therapeutic Dietician	10
2	Therapeutic Recreation Specialist	10
2	Credit/Collection Coordinator	9
1	Financial Admissions Coordinator	9
1	Food Service Manager	9
113	Licensed Practical Nurse	38
2	Dietetic Technician	8
3	Leisure Services Specialist	8
1	Maintenance Mechanic Grade 2	8
1	Working Foreman	8
2	Cashier Grade 2	7
4	Clerk Grade 2	7
1	Clerk Grade 2 with Typing	7
6	Cook	7
2	Medical Records Technician	7
1	Medical Secretary	7
3	Medication Technician	7
1	Records Clerk	7
5	Senior Account Clerk	7
2	Senior Word Processing Operator	7
3	Food Service Supervisor	6
1	Grounds Equipment Operator	6
5	Maintenance Mechanic Grade 3	6
1	Respiratory Therapy Technician	6
1	Senior Laundry Machine Operator	6
3	Stock Clerk	6
2	Supervising Building Service Worker	6
5	Clerk Grade 3	5
19	Clerk Grade 3 with Typing	5
8	Guard	5
2	Laundry Machine Operator	5
3	Leisure Services Assistant	5
1	Occupational Therapy Aide	5
4	Physical Therapy Aide	5
1	Word Processing Operator	5
1	Stock Handler	4
4	Telephone Operator	4
2	Casework Aide	46
1	Dietary Aide	3
1	Leisure Services Aide	3
9	Materials Service Worker	3
172	Nursing Assistant	3
2	Senior Building Service Worker	3
1	Sewing Machine Operator	2
40	Building Service Worker	1
30	Food Service Worker	1
13	Laundry Service Worker	1
<hr/> 634	Total Full Time	

Part Time

1	Physical Therapist	16
1	Speech Pathologist	16
2	Medical Social Worker-Per Diem	55
9	Senior Respiratory Care Practitioner-Per Diem	13
1	Chaplain	12
20	Registered Nurse-Per Diem	11
3	Respiratory Care Practitioner-Per Diem	11
20	Licensed Practical Nurse-Per Diem	38
1	Clerk Grade 2	7
1	Medical Records Technician	7
3	Maintenance Mechanic III	6
1	Assistant Cook	5
3	Clerk Grade 3 with Typing	5
1	Clerk Grade 3 with Typing-Per Diem	5
3	Guard, Part Time	5
1	Cardiopulmonary Technician	4
2	Telephone Operator	4
1	Leisure Services Aide, Part Time	3
40	Nursing Assistant, 50 Hours	3
24	Nursing Assistant-Per Diem	3
13	Building Service Worker	1
24	Food Service Worker	1
1	Pharmacist, Part Time	Hourly
<hr/> 176	Total Part Time	
810	Total 2003	